Influential Article Review - Corporate Social Responsibility in the Context of Climate Crisis

Cecila Holman

Rhiannon Legg

Bud Saenz

This paper examines corporate social responsibility. We present insights from a highly influential paper. Here are the highlights from this paper: In the winter of 2015 world leaders presented plans for keeping the global temperature rise below 2 °C due to projected climate change threats. These threats present organizations, communities, and citizens with the need to change viewing corporate social responsibility (CSR) as a voluntary luxury to being a necessity. This essay proposes refocusing CSR efforts in light of projected climate challenges and expanding our investigation into the role of communication in such efforts. Communication is more than a tool to craft a positive corporate image so as to gain or protect legitimacy. It is the means through which CSR sustainability-related initiatives are created and disseminated within organizations and among their key stakeholders (i.e., governments, communities, competitors, supply chains, employees). Suggestions for future research exploring CSR, sustainability, and communication are offered. For our overseas readers, we then present the insights from this paper in Spanish, French, Portuguese, and German.

SUMMARY

- The CSR tradition developed differently in other parts of the world. In Europe social-democratic practices provided for a greater regulatory role for governments and corporations were expected to respond to social needs and demands. Governments and trade unions collaborated to exert social control over corporate actions in the publics' interest. The ecological modernization Discourse is stronger than in the U.S. where the sustainability Discourse predominates. Distinctive models also developed in Japan and China. Dhanesh describes the key drivers of CSR in India. He argues that the practice of CSR is embedded within specific sociocultural contexts which means that CSR needs to be studied in situ. Currently little is known about CSR in emerging economies, and even less about specific sociocultural practices and traditions that drive CSR.
- Researchers and practitioners need to think more broadly about the role of communication. Given the challenges associated with climate change, effective communication is essential for the purpose of mobilization, achieving buy-in and agreeing through consensus over priorities. Hence, a measure of «consensus and synergy is required across the board; from the boardroom to the boiler room;

and from the federal government to municipal courts». Communication is always present «when sustainability-related issues are conceived, defined, discussed, planned, initiated within and between organizations, modified, and, perhaps, terminated… and when various stakeholders encounter and react to the initiatives,» . Communication is pragmatic when it educates, alerts, persuades and helps people enact sustainability initiatives within and between organizations. Communication is constitutive as it orients people to consider a particular perspective, evokes certain values and not others, and creates referents for our attention and understanding. And communication occurs at the intrapersonal, interpersonal, group, organizational, interorganizational, and macro environmental level. Theories and research exist to guide communicators at each level in creating CSR or sustainability related SMART messages and disseminating them through an organization, through a supply chain, and within interorganizational collaborations. Researchers interested in identifying useful theories surrounding CSR and/or corporate sustainability initiatives and/or potential research topics will find Allen's work particularly helpful.

- Communication about CSR and sustainability has generally been narrowly thought of in terms of public relations, marketing, public affairs, and crisis management strategies. Most often communication was a way to improve a corporate actor's reputation and legitimacy. Corporate sustainability communication grew out of the reactive public relations efforts of organizations' corporate social reports and environmental communication programs of the 1970s and 1980s when organizations in certain industries faced environmental scandals. Under pressure, they created communication programs which focused mainly on crisis communication and one-way reporting about environmental success stories.

HIGHLY INFLUENTIAL ARTICLE

We used the following article as a basis of our evaluation:

Allen, M. W., & Craig, C. A. (2016). Rethinking corporate social responsibility in the age of climate change: A communication perspective. International Journal of Corporate Social Responsibility, 1(1), 1–11.

This is the link to the publisher's website:
https://jcsr.springeropen.com/articles/10.1186/s40991-016-0002-8

INTRODUCTION

In 2015, working with the World Economic Forum, the CEOs of 43 companies operating in over 150 countries and territories representing 20 economic sectors signed an open letter to world leaders urging for concrete climate action (Open letter 2015). Together these companies generated over $1.2 trillion in revenue in 2014. In the letter they wrote,

> We agree on the need for inspirational and meaningful global action and aligned messaging. We will act as ambassadors for climate action, focusing on solutions and economic opportunities and using "the science debate is over: climate change is real and addressable" as one of the common themes to raise public awareness. We will actively manage climate risks and incorporate them in decision making—not least to realize growth opportunities. We will take steps to implement effective strategies to strengthen not only our companies' but also societal resilience.

Climate change challenges present organizations (e.g., companies, corporations, nongovernmental organizations (NGOs)), communities, and citizens with the need to redefine current views on corporate social responsibility (CSR) from a voluntary luxury as being a necessity. By midcentury, climate challenges are expected to seriously disrupt business-as-usual and change the way citizens live their lives around the world. Indeed, many countries are already experiencing the vanguard of challenges and many organizations are planning for the projected risks they will face (e.g., limited clean water, expensive and unreliable energy). This essay proposes refocusing CSR efforts in light of projected climate challenges and expanding our investigation into the role of communication in such efforts. Communication is more than a tool to craft a positive corporate image so as to gain or protect legitimacy. It is the means through which CSR sustainability-related initiatives are created and disseminated within organizations and among their key stakeholders (i.e., governments, communities, competitors, supply chains, employees).

In the following pages, projected climate change challenges are identified and the Paris 2015 response discussed, literature defining CSR, responsibility, and sustainability is reviewed, a brief history of CSR in the United States (U.S.) is provided, the need to study CSR globally is addressed, the role of communication is described, and some research agendas are offered to guide future scholarship appearing in the International Journal of Corporate Social Responsibility.

CONCLUSION

Today, sustainability is seen by many to be an attractive, if not necessary, development in how businesses operate. The main argument is there can be a positive relationship between environmental, social, and financial performance. Blackburn (2007) provides seven business case arguments including increased reputation and brand strength; more competitive, effective, and desirable products and services; new markets; productivity; lessened operational burdens and interference; lower supply chain costs; lower cost of capital; and less legal liability. In their review of related theories, research, and tools, Salzmann et al. (2005) conclude that the research does not show a strong causal relationship between the variables. However, a lack of unified findings is not surprising since an organization's performance depends on various organizational dynamics, its industry sector, the magnitude and types of environmental challenges faced, and the tools used to measure environmental, social and financial performance (Allen 2016).

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TRANSLATED VERSION: SPANISH

Below is a rough translation of the insights presented above. This was done to give a general understanding of the ideas presented in the paper. Please excuse any grammatical mistakes and do not hold the original authors responsible for these mistakes.

VERSION TRADUCIDA: ESPAÑOL

A continuación se muestra una traducción aproximada de las ideas presentadas anteriormente. Esto se hizo para dar una comprensión general de las ideas presentadas en el documento. Por favor, disculpe cualquier error gramatical y no responsabilite a los autores originales de estos errores.

INTRODUCCIÓN

En 2015, en colaboración con el Foro Económico Mundial, los directores ejecutivos de 43 empresas que operan en más de 150 países y territorios que representan a 20 sectores económicos firmaron una carta abierta a los líderes mundiales instando a la acción climática concreta (Carta abierta 2015). En conjunto, estas empresas generaron más de 1,2 billones de dólares en ingresos en 2014. En la carta que escribieron,

> Estamos de acuerdo en la necesidad de una acción global inspiradora y significativa y mensajes alineados. Actuaremos como embajadores de la acción climática, centrándonos en las soluciones y oportunidades económicas y utilizando "el debate científico ha terminado: el cambio climático es real y direccionable" como uno de los temas comunes para sensibilizar al público. Gestionaremos activamente los riesgos climáticos y los incorporaremos en la toma de decisiones, sobre todo para aprovechar las oportunidades de crecimiento. Tomaremos medidas para implementar estrategias efectivas para fortalecer no sólo la resiliencia de nuestras empresas, sino también la de la sociedad.

Los desafíos del cambio climático presentan a las organizaciones (por ejemplo, empresas, corporaciones, organizaciones no gubernamentales (ONG)), comunidades y ciudadanos con la necesidad de redefinir los puntos de vista actuales sobre la responsabilidad social corporativa (RSC) de un lujo voluntario como una necesidad. Para el siglo intermedio, se espera que los desafíos climáticos alteren seriamente los negocios habituales y cambien la forma en que los ciudadanos viven sus vidas en todo el

mundo. De hecho, muchos países ya están experimentando la vanguardia de los desafíos y muchas organizaciones están planeando los riesgos proyectados que enfrentarán (por ejemplo, agua limpia limitada, energía costosa y poco confiable). Este ensayo propone reorientar los esfuerzos de RSC a la luz de los desafíos climáticos proyectados y ampliar nuestra investigación sobre el papel de la comunicación en dichos esfuerzos. La comunicación es más que una herramienta para crear una imagen corporativa positiva con el fin de ganar o proteger la legitimidad. Es el medio a través del cual se crean y difunden iniciativas relacionadas con la sostenibilidad de la RSC dentro de las organizaciones y entre sus principales partes interesadas (es decir, gobiernos, comunidades, competidores, cadenas de suministro, empleados).

En las siguientes páginas, se identifican los desafíos proyectados sobre el cambio climático y se discute la respuesta de París 2015, se revisa la literatura que define la RSE, la responsabilidad y la sostenibilidad, se proporciona una breve historia de RSC en los Estados Unidos (EE.UU.), se aborda la necesidad de estudiar la RSC a nivel mundial, se describe el papel de la comunicación y se ofrecen algunas agendas de investigación para guiar futuras becas que aparecen en el Diario Internacional de Responsabilidad Social Corporativa.

CONCLUSIÓN

Hoy en día, la sostenibilidad es vista por muchos como un desarrollo atractivo, si no necesario, en la forma en que operan las empresas. El argumento principal es que puede haber una relación positiva entre el desempeño ambiental, social y financiero. Blackburn (2007) proporciona siete argumentos de casos de negocio, incluyendo una mayor reputación y fortaleza de la marca; productos y servicios más competitivos, eficaces y deseables; nuevos mercados; productividad; menores de cargas operativas e interferencias; menores costos de la cadena de suministro; menor costo de capital; y menos responsabilidad legal. En su revisión de teorías, investigaciones y herramientas relacionadas, Salzmann et al. (2005) concluyen que la investigación no muestra una fuerte relación causal entre las variables. Sin embargo, la falta de hallazgos unificados no es sorprendente, ya que el desempeño de una organización depende de varias dinámicas organizativas, su sector industrial, la magnitud y los tipos de desafíos ambientales a los que se enfrentan, y las herramientas utilizadas para medir el desempeño ambiental, social y financiero (Allen 2016).

TRANSLATED VERSION: FRENCH

Below is a rough translation of the insights presented above. This was done to give a general understanding of the ideas presented in the paper. Please excuse any grammatical mistakes and do not hold the original authors responsible for these mistakes.

VERSION TRADUITE: FRANÇAIS

Voici une traduction approximative des idées présentées ci-dessus. Cela a été fait pour donner une compréhension générale des idées présentées dans le document. Veuillez excuser toutes les erreurs grammaticales et ne pas tenir les auteurs originaux responsables de ces erreurs.

INTRODUCTION

En 2015, en collaboration avec le Forum économique mondial, les PDG de 43 entreprises opérant dans plus de 150 pays et territoires représentant 20 secteurs économiques ont signé une lettre ouverte aux dirigeants mondiaux appelant à une action concrète en matière de climat (Lettre ouverte 2015). Ensemble, ces entreprises ont généré plus de 1,2 billion de dollars de chiffre d'affaires en 2014. Dans la lettre qu'ils ont écrite,

> Nous sommes d'accord sur la nécessité d'une action mondiale inspirante et significative et d'un message aligné. Nous agirons en tant qu'ambassadeurs de

l'action climatique, en mettant l'accent sur les solutions et les opportunités économiques et en utilisant « le débat scientifique est terminé : le changement climatique est réel et adressable » comme l'un des thèmes communs pour sensibiliser le public. Nous gérerons activement les risques climatiques et les intégrerons dans la prise de décision , notamment pour réaliser des opportunités de croissance. Nous prendtrons des mesures pour mettre en œuvre des stratégies efficaces visant à renforcer non seulement la résilience de nos entreprises, mais aussi la résilience de la société.

Les défis liés au changement climatique présentent aux organisations (p. Ex., entreprises, entreprises, organisations non gouvernementales (ONG), aux collectivités et aux citoyens la nécessité de redéfinir les points de vue actuels sur la responsabilité sociale des entreprises (RSE) à partir d'un luxe volontaire comme étant une nécessité. D'ici le milieu du siècle, on s'attend à ce que les défis climatiques perturbent sérieusement le statu quo et modifient la façon dont les citoyens vivent leur vie dans le monde entier. En effet, de nombreux pays sont déjà à l'avant-garde des défis et de nombreuses organisations planifient les risques prévus auxquels elles seront confrontées (p. Ex., eau potable limitée, énergie coûteuse et peu fiable). Cet essai propose de recentrer les efforts de RSE à la lumière des défis climatiques projetés et d'élargir notre enquête sur le rôle de la communication dans ces efforts. La communication est plus qu'un outil pour créer une image d'entreprise positive afin d'acquérir ou de protéger la légitimité. C'est le moyen par lequel les initiatives liées à la RSE liées à la durabilité sont créées et diffusées au sein des organisations et parmi leurs principaux intervenants (c.-à-d. Les gouvernements, les collectivités, les concurrents, les chaînes d'approvisionnement, les employés).

Dans les pages suivantes, les défis prévus en matière de changement climatique sont identifiés et la réponse de Paris 2015 discutée, la littérature définissant la RSE, la responsabilité et la durabilité est revue, un bref historique de la RSE aux États-Unis est fourni, la nécessité d'étudier la RSE à l'échelle mondiale est abordée, le rôle de la communication est décrit et certains programmes de recherche sont proposés pour guider les futures bourses d'études paru dans l'International Journal of Corporate Social Responsibility.

CONCLUSION

Aujourd'hui, la durabilité est perçue par beaucoup comme un développement attrayant, sinon nécessaire, dans la façon dont les entreprises fonctionnent. L'argument principal est qu'il peut y avoir une relation positive entre la performance environnementale, sociale et financière. Blackburn (2007) fournit sept arguments d'affaires, y compris une réputation accrue et la force de la marque; des produits et services plus compétitifs, efficaces et souhaitables; nouveaux marchés; productivité; l'alourdissement des charges opérationnelles et des interférences; réduire les coûts de la chaîne d'approvisionnement; réduction du coût du capital; et moins de responsabilité juridique. Dans leur examen des théories, des recherches et des outils connexes, Salzmann et coll. (2005) concluent que la recherche ne montre pas une forte relation causale entre les variables. Toutefois, l'absence de résultats unifiés n'est pas surprenante puisque le rendement d'une organisation dépend de diverses dynamiques organisationnelles, de son secteur industriel, de l'ampleur et des types de défis environnementaux auxquels elle est confrontée, et des outils utilisés pour mesurer la performance environnementale, sociale et financière (Allen, 2016).

TRANSLATED VERSION: GERMAN

Below is a rough translation of the insights presented above. This was done to give a general understanding of the ideas presented in the paper. Please excuse any grammatical mistakes and do not hold the original authors responsible for these mistakes.

ÜBERSETZTE VERSION: DEUTSCH

Hier ist eine ungefähre Übersetzung der oben vorgestellten Ideen. Dies wurde getan, um ein allgemeines Verständnis der in dem Dokument vorgestellten Ideen zu vermitteln. Bitte entschuldigen Sie alle grammatikalischen Fehler und machen Sie die ursprünglichen Autoren nicht für diese Fehler verantwortlich.

EINLEITUNG

Im Jahr 2015 unterzeichneten die ceos von 43 Unternehmen, die in über 150 Ländern und Territorien in 20 Wirtschaftssektoren tätig sind, in Zusammenarbeit mit dem Weltwirtschaftsforum einen offenen Brief an die Staats- und Regierungschefs der Welt, in dem sie auf konkrete Klimaschutzmaßnahmen drängten (Offener Brief 2015). Zusammen erwirtschafteten diese Unternehmen 2014 einen Umsatz von über 1,2 Billionen US-Dollar. In dem Brief schrieben sie:

> Wir sind uns einig, dass inspirierende und sinnvolle globale Maßnahmen und abgestimmte Botschaften erforderlich sind. Wir werden als Botschafter für den Klimaschutz fungieren, uns auf Lösungen und wirtschaftliche Chancen konzentrieren und "die wissenschaftliche Debatte ist vorbei: Der Klimawandel ist real und adressierbar" als eines der gemeinsamen Themen zur Sensibilisierung der Öffentlichkeit nutzen. Wir werden Klimarisiken aktiv managen und in die Entscheidungsfindung einbeziehen – nicht zuletzt, um Wachstumschancen zu realisieren. Wir werden Maßnahmen ergreifen, um wirksame Strategien umzusetzen, um nicht nur die Widerstandsfähigkeit unserer Unternehmen, sondern auch die gesellschaftliche Widerstandsfähigkeit zu stärken.

Die Herausforderungen des Klimawandels stellen Organisationen (z. B. Unternehmen, Unternehmen, Nichtregierungsorganisationen (ngos)), Gemeinschaften und Bürger vor die Notwendigkeit, aktuelle Ansichten über die soziale Verantwortung von Unternehmen (CSR) von einem freiwilligen Luxus als Notwendigkeit neu zu definieren. Bis Mitte des Jahrhunderts wird erwartet, dass die Klimaherausforderungen die Wirtschaft ernsthaft stören und die Art und Weise verändern, wie die Bürgerinnen und Bürger ihr Leben auf der ganzen Welt leben. Tatsächlich stehen viele Länder bereits vor der Herausforderung, und viele Organisationen planen die projizierten Risiken, denen sie ausgesetzt sind (z. B. Begrenztes sauberes Wasser, teure und unzuverlässige Energie). In diesem Essay wird vorgeschlagen, die CSR-Bemühungen angesichts der projizierten Klimaherausforderungen neu zu fokussieren und unsere Untersuchung der Rolle der Kommunikation bei solchen Bemühungen auszuweiten. Kommunikation ist mehr als ein Werkzeug, um ein positives Unternehmensimage zu erstellen, um Legitimität zu gewinnen oder zu schützen. Es ist das Mittel, mit dem CSR-Nachhaltigkeitsinitiativen innerhalb von Organisationen und unter ihren wichtigsten Stakeholdern (d. H. Regierungen, Gemeinschaften, Wettbewerber, Lieferketten, Mitarbeiter) geschaffen und verbreitet werden.

Auf den folgenden Seiten werden projizierte Herausforderungen des Klimawandels identifiziert und die Antwort von Paris 2015 diskutiert, Literatur zur Definition von CSR, Verantwortung und Nachhaltigkeit überprüft, eine kurze Geschichte von CSR in den Vereinigten Staaten (USA) zur Verfügung gestellt, die Notwendigkeit, CSR global zu studieren, wird angesprochen, die Rolle der Kommunikation beschrieben, und einige Forschungspläne werden angeboten, um zukünftige Stipendien zu leiten, die im International Journal of Corporate Social Responsibility erscheinen.

SCHLUSSFOLGERUNG

Heute wird Nachhaltigkeit von vielen als attraktive, wenn nicht gar notwendige Entwicklung in der Arbeitsweise von Unternehmen angesehen. Das Hauptargument ist, dass es einen positiven Zusammenhang zwischen ökologischer, sozialer und finanzieller Leistung geben kann. Blackburn (2007) liefert sieben Business Case-Argumente, darunter mehr Reputation und Markenstärke; wettbewerbsfähigere, wirksamere und wünschenswertere Produkte und Dienstleistungen; neue Märkte; Produktivität; Verringerung der betrieblichen Belastungen und Störungen; niedrigere Kosten für die Lieferkette; niedrigere Kapitalkosten; und weniger rechtliche Haftung. Salzmann et al. (2005) kommen in ihrer Überprüfung verwandter Theorien, Forschungen und Werkzeuge zu dem Schluss, dass die Forschung keinen starken kausalen Zusammenhang zwischen den Variablen zeigt. Ein Mangel an einheitlichen Erkenntnissen ist jedoch nicht überraschend, da die Leistung einer Organisation von verschiedenen organisatorischen Dynamiken, ihrem Industriesektor, dem Ausmaß und den Arten von Umwelterausforderungen und den Instrumenten zur Messung der ökologischen, sozialen und finanziellen Leistung abhängt (Allen 2016).

TRANSLATED VERSION: PORTUGUESE

Below is a rough translation of the insights presented above. This was done to give a general understanding of the ideas presented in the paper. Please excuse any grammatical mistakes and do not hold the original authors responsible for these mistakes.

VERSÃO TRADUZIDA: PORTUGUÊS

Aqui está uma tradução aproximada das ideias acima apresentadas. Isto foi feito para dar uma compreensão geral das ideias apresentadas no documento. Por favor, desculpe todos os erros gramaticais e não responsacule os autores originais responsáveis por estes erros.

INTRODUÇÃO

Em 2015, trabalhando com o Fórum Econômico Mundial, os ceos de 43 empresas que operam em mais de 150 países e territórios representando 20 setores econômicos assinaram uma carta aberta aos líderes mundiais pedindo uma ação climática concreta (Carta Aberta 2015). Juntas, essas empresas geraram mais de US$ 1,2 trilhão em receita em 2014. Na carta que eles escreveram,

> Concordamos com a necessidade de ações globais inspiradoras e significativas e mensagens alinhadas. Atuaremos como embaixadores da ação climática, com foco em soluções e oportunidades econômicas e usando "o debate científico acabou: a mudança climática é real e endereçada" como um dos temas comuns para conscientizar a população. Administraremos ativamente os riscos climáticos e os incorporaremos na tomada de decisões — especialmente para perceber oportunidades de crescimento. Tomaremos medidas para implementar estratégias eficazes para fortalecer não só a resiliência de nossas empresas, mas também a sociedade.

Os desafios das mudanças climáticas apresentam organizações (por exemplo, empresas, corporações, organizações não governamentais (ongs), comunidades e cidadãos com a necessidade de redefinir as visões atuais sobre a responsabilidade social corporativa (RSE) de um luxo voluntário como sendo uma necessidade. Até meados do século, espera-se que os desafios climáticos interrompam seriamente os negócios como de costume e mudem a maneira como os cidadãos vivem suas vidas ao redor do mundo. De fato, muitos países já estão experimentando a vanguarda dos desafios e muitas organizações estão planejando os riscos projetados que enfrentarão (por exemplo, água limpa limitada, energia cara e não

confiável). Este ensaio propõe reorientar os esforços da RSE à luz dos desafios climáticos projetados e expandir nossa investigação sobre o papel da comunicação nesses esforços. A comunicação é mais do que uma ferramenta para criar uma imagem corporativa positiva de modo a ganhar ou proteger a legitimidade. É o meio através do qual as iniciativas relacionadas à sustentabilidade da RSE são criadas e disseminadas dentro das organizações e entre seus principais stakeholders (ou seja, governos, comunidades, concorrentes, cadeias de suprimentos, funcionários).

Nas páginas seguintes, são identificados desafios projetados sobre mudanças climáticas e a resposta de Paris 2015 discutida, a literatura definindo RSE, responsabilidade e sustentabilidade é revisada, uma breve história de RSE nos Estados Unidos (EUA) é fornecida, a necessidade de estudar RSE globalmente é abordada, o papel da comunicação é descrito, e algumas agendas de pesquisa são oferecidas para orientar futuras bolsas de estudo surgindo no International Journal of Corporate Social Responsibility.

CONCLUSÃO

Hoje, a sustentabilidade é vista por muitos como um desenvolvimento atraente, se não necessário, na forma como as empresas operam. O principal argumento é que pode haver uma relação positiva entre o desempenho ambiental, social e financeiro. Blackburn (2007) fornece sete argumentos de caso de negócios, incluindo aumento da reputação e força da marca; produtos e serviços mais competitivos, eficazes e desejáveis; novos mercados; produtividade; menores cargas operacionais e interferências; menores custos da cadeia de suprimentos; menor custo de capital; e menos responsabilidade legal. Em sua revisão de teorias, pesquisas e ferramentas relacionadas, Salzmann et al. (2005) concluem que a pesquisa não mostra uma forte relação causal entre as variáveis. No entanto, a falta de resultados unificados não é surpreendente, uma vez que o desempenho de uma organização depende de várias dinâmicas organizacionais, seu setor industrial, a magnitude e os tipos de desafios ambientais enfrentados, e as ferramentas utilizadas para medir o desempenho ambiental, social e financeiro (Allen 2016).